

NEW JERSEY DEPARTMENT OF TRANSPORTATION

SUPERVISORY EMPATHY DEVELOPMENT PROGRAM

**GUESS WHO'S
COMING TO
WORK??**

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TRENTON, NEW JERSEY

A BOOKLET TO REVIEW STEREOTYPES AND ATTITUDINAL
CONCEPTS –
OF SUPERVISORS TOWARD INDIVIDUALS

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Prepared and written by

THE BUREAU OF TRAINING AND DEVELOPMENT
DIVISION OF PERSONNEL
NEW JERSEY DEPARTMENT OF TRANSPORTATION

PREFACE

“Guess Who’s Coming to Work” is much more than a pun on a current movie. It too often represents the actual supervisory attitudes toward, and stereotyping of, all new Department employees who begin careers with us possessing neither formal education nor the experience required for these titles.

It is unfortunate, too, that numerous instances of job achievements and success of former trainees — after completion of the Department’s intensive training programs — are often ignored or played down in favor of the few failures — duly exaggerated by the teller, that occur in this or similar programs.

The purpose of “Guess Who’s Coming to Work” is to graphically show the complete uselessness of pre-judging any employee’s intelligence or ability by his physical appearance, dress, race, or national origin. We hope that with the help of the examples contained in this booklet, the supervisor may begin through the logical process of induction, convincing himself to accept each new employee, whether trainee or regular, on the employee’s own merits and job performance and *not* on the basis of any preconceived attitudes or stereotypes.

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In this group of photos we see six different men dressed in casual clothes. Some are working around the yard, one is fishing, one riding a motor cycle. Take a piece of paper and answer the following questions about each individual pictured above.

Describe your first impression of each person .

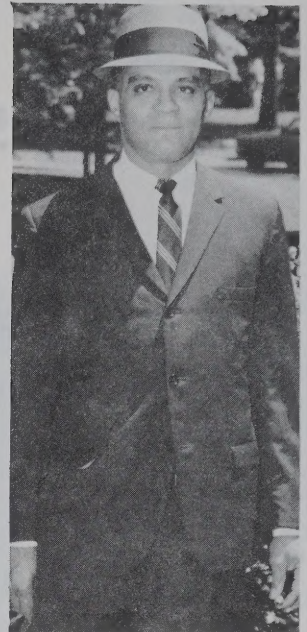
What ability or potential do you think each has?

What do you think their profession or type of work might be?

In answering these questions do you feel you just guessed or do you feel you can justify your answers?



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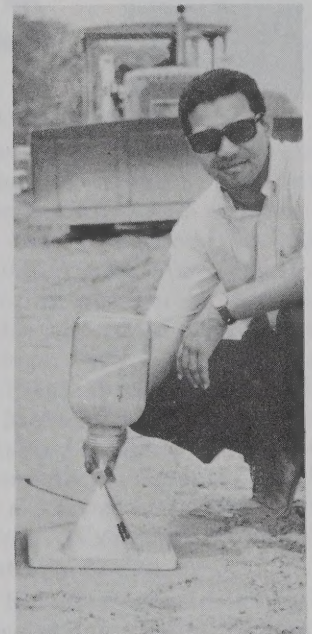
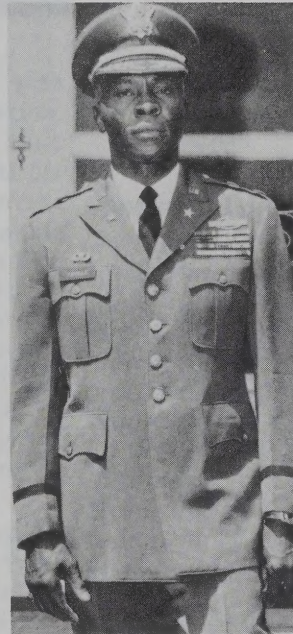
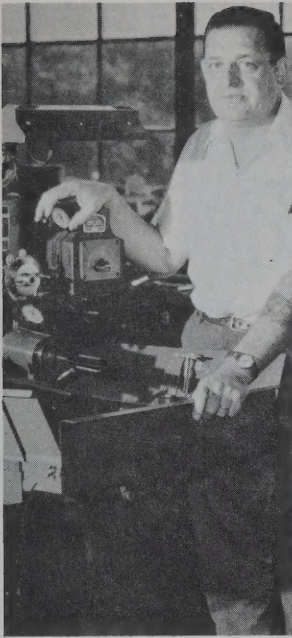
6

In this group of pictures we see the same six people, but this time we see them in a different light. Now they are dressed more formally than before.

Do these pictures change your previous opinions?

If they do, why?

What additional comments do you have concerning these six men? List them.



This final set of pictures shows each of the six men at his job.

What affects do these six pictures have on your opinions of the six men?

Does this final picture upset your mental image of these men? Does it confirm the opinion you originally formed?

List any additional comments concerning these six men.

Now turn the page for a brief biographical sketch of each man.

On this and the following page are biographical sketches of the six men you have been looking at for the last few minutes.

1



Joseph Saprone

is a Machine shop foreman, with the Department of Transportation. Joe graduated from: Trenton High School, Bok Vocational Institute and Spring Garden Institute taking programs in tool and die making and design. He has also taken a 3 yr. course at Rutgers Univ. in Vocational teacher training. For the past 15 yrs., Joe has taught tool and die making and design at MCCC. During his 3 yrs. in the USAF, he was assigned to their Training and Development program, where he attained the rank of Sgt.

He has contributed various articles which were published in trade magazines, such as *American Machinist*, and *Modern Machinist*. Joe is presently a consultant in the area of tool and die making and design for the Civil Service Comm. and various private firms.

Joe is an active member of the American Legion, Knights of Columbus and numerous church organizations.

2



Andrew Byers

is a Major in the United States Army Intelligence and Security Branch. Major Byers, after 20 years of service recently retired and is currently employed as a Management Analyst with the Port of New York Authority. Before coming to the Port Authority, he was with I.B.M. as a systems Engineer. While in the service, Major Byers travelled extensively, serving tours of duty in Germany, Japan and the United States. His last assignment was Asst. Operations Officer and Chief of Investigations for the 18th Intelligence Corps. His previous assignments included Chief of Counter-intelligence branch, U.S. 1st Army. Major Byers speaks Japanese, German and Polish fluently. He is also a trained and qualified Airborne Officer. Before entering the service he received his Bachelor's Degree in Commerce from Central State University of Ohio.

3



S. Kerwin Fineburg

is employed by Consumer Oil Corporation of Trenton as their sales coordinator and analyst. Although only twenty-one, he has been affiliated with the company actively for the past three years. He has graduated from Morrisville High School, where he took a College Preparatory course. He attended Mercer County Community College, taking a liberal arts course. He is presently a Corporal in the Finance Section of the Administrative Company of the New Jersey National Guard.

Some of his interests and hobbies are water skiing, sport cycling, photography, and boating. He is very interested in writing and has written a few short stories. He does considerable research and reading in the area of finance and credit management.

4



Wilbert L. Taville

is a Lt. Colonel in the U.S. Army Infantry (General Staff). His last tour of duty was in Kontum Province, South Viet Nam, where he served as the advisor to a South Vietnamese airborne infantry Regiment. Prior to that assignment Colonel Taville was the Logistics Officer for the Reserve Army Headquarters U.S. First Army. His assignments have required him to travel extensively. He has been stationed in Europe, Asia, Alaska, the Pacific and the United States. Colonel Taville has just recently retired, after twenty-five years of service, and is employed by the Port of New York Authority as a Management Analyst. Colonel Taville is a trained and qualified airborne officer and speaks Japanese fluently.

5



Dominic V. Tassone

is a Foreman Mechanic, with the Department of Transportation. Dominic graduated from Hammonton High School, and the Spring Garden Institute where he studied automotive management. Dominic has completed various courses offered by the Department including: The Basics of Management and Supervision, diesel mechanics and various other courses and seminars in mechanics and equipment. Dominic was a Corporal in the Army, he was assigned to the Army Security Agency as a communications specialist.

6



Fredrick Hearndon

a former Marine is a Prin. Engineering Aide with the Department of Transportation. He is a graduate of Trenton High School and attended Rider College where he took an accounting course. Fred is very active in the neighborhood youth movement, as well as being a member of Mount Zion, the YMCA and the Trenton Boys Club.

COMMENTS

It is ironic that all our factual knowledge of the world around us, comes from our senses. Yet this sensory data is often insufficient to produce the true picture of the world we experience. Our senses are only capable of informing the brain, the brain must interpret this information and reach a conclusion for us. What our senses see interacts on that which we have already experienced as individuals. What we often believe, right or wrong, is the result of this interaction. An observer selects the aspects of his environment he wishes to perceive. Of all the stimuli around us we choose only a small part of it to base our judgements on.

The stimuli we select depends on: it's nature, our motives, and what we are prepared to perceive.

People look for things they need or want, and the stronger these needs the greater the tendency to ignore the truth. Often times a person is judged by the first thing an observer sees. Man is also prone to rely on preconceived judgements caused by past or current experiences and beliefs. Not enough people judge other people with an open mind, too often people rely on short cuts; such as the use of stereotypes, generalities, association and conditioning. As you may have found out by now they are a poor substitute for individual experience in judging a fellow human being's worth.

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